

POPULATION LEADERSHIP PROGRAM (PLP-II)
A project of the Public Health Institute

RESULTS REVIEW

October 1, 2002 – September 30, 2003

Submitted: October 17, 2003

DRAFT

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Achievements and Challenges

PLP has gained considerable momentum in its growth as a full service leadership development program. As PLP continued to work in the past year to implement USAID's vision to expand technical leadership in areas critical to international health development, we actively supported all Offices of the Global Health Bureau and other health-focused USAID staff including GH senior management.

PLP provided critical organizational and professional development support to the Cambodia Mission and REDSO/ESA, launched a new cohort of leaders, and initiated new fellowships in GH/RCS, USAID/Tanzania, Elizabeth Glaser Pediatric AIDS Foundation/Uganda, the World Bank and WHO. PLP facilitated planning and content for 16 major professional development events during this period including 2 regional SOTA meetings, and the annual leadership retreat. PLP also hosted a second Leadership Evaluation Advisory Group (LEAG) conference. PLP provided 200 individual coaching sessions and 33 group consultations. The data presented in the following pages illustrates how PLP is contributing to USAID's strategic objective (SO) and intermediate results (IRs).

Highlights include:

Applicability of Leadership Retreat content improved.

Participants in the Fall 2002 Leadership Retreat rated its content applicability to their current jobs at 3.85/4.00; an improvement over the Fall 2001 Leadership Retreat content applicability rating of 3.64/4.00.

Screening of qualified candidates and responsiveness to HARs is given a high priority at PLP.

On average, PLP fills open fellowship positions in 53 working days. One out of five applicants is qualified by PLP and referred to the HAR; approximately 50% of these applicants are interviewed for the position.

PLP provided responsive, supportive services to Fellows placed overseas and domestically.

- 94% of PLP Fellows agree that they receive responses to requests within 24 hours.
- 100% of PLP Fellows agree that PLP staff tend to their needs and address them appropriately.
- 100% of PLP Fellows agree that their primary PLP support specialist provides excellent service.
- 88% of PLP Fellows agree that PLP manages their specific benefits needs appropriately.
- 100% of PLP Fellows that needed to relocate agree their relocation assistance was timely and comprehensive

PLP's recruitment and support enabled excellent performance.

In 360° evaluations, HARs rate PLP Fellows' overall performance at a minimum of 4.4 out of 5.0, including their quality of work, resource management, professional skills and leadership. Exiting Fellows indicate extremely high satisfaction in the contribution they were able to make to the work of USAID. At the core of this satisfaction was their ability to "play a leading role in at least two major activities" (mean 6.83/7.00), and their "relationships with cooperating agencies were built on trust and therefore productive," (mean 6.83/7.00). This represents an increase from the previous period of 6.25 and 6.29 respectively. These data suggests increased motivation and secure relationships that combine to contribute to USAID objectives.

Fellows' performance high and improved.

PLP redoubled efforts to engage HARs in conversations with Fellows on scopes of work and desired performance as well as provide related coaching services. Exiting Fellows during the period reported that feedback received from their HAR indicated they met or exceeded performance expectations – this indicator improved to 6.5/7.0 from 5.6/7.0 in the last period. HARs rated Fellows' overall performance at least 4.4/5.0 during the period from 360 degree reviews.

Professional development continued to facilitate USAID work.

Exiting Fellows for this period report stronger agreement as to the contribution of professional development activities to their ability to do their jobs (5.42/7 in 2003 as compared to 4.44/7 in 2002). Given the challenge of affecting this type of measure in a dynamic environment, this shift suggests increased contribution of professional development activities in a Fellow's overall experience.

Cohesive climate fostered among peers in the PEC Division.

A climate questionnaire revealed clear shifts in the norms and values of the department from before the retreat to after the CA meeting. The most prominent shift was an increase in group climate, or norms and values associated with affiliation, teamwork, and participation.

PLP continues to discover ways to improve our services for greater results for GH. For example, while Fellows' positive assessment of the significance of professional development to their work increased, the cumulative impact of the cohort experience is still not strong. Also, supporting overseas Fellows and staff remains a challenge and is a focus of several activities for program year 03-04.

Submitted October 17, 2003

Sharon Rudy
Director

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Recruitment & Placement

IR1: Increased technical capacity within the PHN sector

Sub-results

- 1.1: Increased technical expertise made available to USAID
- 1.2: Increased ability to enable successful fellowship experiences

1.1: Increased technical expertise made available to USAID

Results:

Contribution to USAID Objectives: Exiting Fellows indicate extremely high satisfaction in the contribution they were able to make to the work of USAID. At the core of this satisfaction was their ability to “play a leading role in at least two major activities” (mean 6.83/7.00), and their “relationships with cooperating agencies were built on trust and therefore productive,” (mean 6.83/7.00). This represents an increase from the previous period of 6.25 and 6.29 respectively. These data suggests increased motivation and secure relationships that combine to contribute to USAID objectives.

Efficient Provision of Technical Expertise: The total number of CVs received for the 20 positions opened during the period was 690. The number of qualified and referred applicants was 146 for a yield of 21%. In this period, 1) PLP established a screening approach that results in fewer but stronger CVs for USAID review, and 2) there were an unusually large number of the applicants for the WHO and ADRA positions (82 each).

Effective Screening of Applicants: PLP referred 146 applicants to USAID with 55 chosen to be interviewed. Therefore 38% of those referred were interviewed either on the phone or in person. During the previous period, 41 applicants were referred and 18 were interviewed (30.9%). As this represents the total number of applicants who were referred to USAID by PLP versus the number of applicants who were chosen by USAID to be interviewed, this number measures the extent to which PLP is screening out applicants so that USAID can decrease time interviewing less qualified applicants.

1.2: Increased ability to enable successful fellowship experiences

Results:

Superior Administrative Services to Fellows: Data collected in exit questionnaires completed in 2003 revealed that exiting Fellows overwhelmingly agreed (mean 6.50 out of 7.00) that “services received from PHI/PLP were valuable” to them. This was an improvement over the mean response in the August 2002 exit questionnaire (mean 6.13 out of 7.00).

Increased Interest in the Program: Membership in PLP's e-list is at 1200 people, adding 500 people in the last year, including the international membership list from APHA. Additions are made as a result of PLP's exhibit at conferences such as Global Health Council and APHA, and PLP's new in-house hosted web e-list. This facility also offers a special events section and a bulletin board.

Timely Recruitment: The average time to fill a fellowship position was 53 working days for this period. Slight fluctuations occur in this average due to transfers and specific situations with the interview process. The average length of time from position open to resumes forwarded is 24 working days. The average length of time from resumes received to resumes forwarded is 9 working days. Recruitment is given a high priority at PLP and responsiveness to HARS is paramount. During this review period, one candidate refused the fellowship offer, which increased the number of weeks that the position was open. Additionally, USAID Missions and Bureaus work on their own schedule to conduct interviews and make decisions on candidates.

Readiness and Ability for Service: 92% of top-ranked candidates accepted fellowships with PLP, an increase from 84% for the previous year. (One candidate declined). 92% of candidates offered contingent fellowship positions obtained security and medical clearances. 100% of fellows maintained security and medical clearances throughout their fellowships during this period.

Recruitment and Placement: Activity Highlights

- PLP successfully placed a Fellow selected for Indonesia in another Mission. Unable to go to Indonesia because of Mission evacuation, the Fellow was able to successfully compete for a similar opportunity in Tanzania.
- PLP exhibited at the Global Health Council Annual Conference and the APHA Annual Conference, increasing the number of applicants on the e-list system and making important connections with peers in the public health community. While at APHA, PLP co-hosted a reception with the Michigan Fellows Program and gave an invited presentation about PLP.
- PLP successfully negotiated tripartite agreements with the Adventist Development and Relief Agency International, World Bank, Elizabeth Glaser Pediatric AIDS Foundation, and WHO. In this process, PLP identified issues, systems, policies and procedures that will enable greater efficiency in supporting future tripartite positions.
- PLP piloted new recruitment materials with Host Agency Representatives (HARs). HARs implemented behavioral interviewing techniques that PLP customized for recruitment at USAID.
- Linking placement with professional development services, PLP worked to widen the pool of 360° respondents to include respondents from cooperating agencies and FSNs with guaranteed anonymity. PLP provided both the Fellow and HAR summative results of 360° feedback. PLP found that this approach supports multiple goals:
 - Provides richer feedback to the subject
 - Relieves the HAR from being the sole conduit of professional feedback
 - Brings to light crucial differences in 360° participants' understandings of performance management and professional development, especially among FSN participants
- PLP facilitated a customized tripartite orientation (PHI, USAID, and a third organization) to provide each Fellow and Host Agency Representative with appropriate resources for a tripartite fellowship. The PDMS Office is using PLP's Orientation Guide as the foundation for refining the direct hire orientation materials for the GH Bureau in Washington, D.C.
- PLP assisted the PDMS office in benchmarking policies and practices for all PDMS non-direct hire programs in six areas: security clearances, extensions, evacuations, equipment procurement, office supplies procurement, and travel approval.
- PLP shared models for fellowship support which were subsequently adopted by other PDMS programs (e.g., professional development funding and reimbursement).
- PLP provided a Health Fair for Washington, DC Fellows to better inform them of their options regarding health care and retirement benefits.
- In response to global uncertainty -- the Iraq War, the heightened risk of terrorism against U.S. citizens, and the SARS epidemic, PLP provided travel safety and emergency preparedness advice via one-on-one discussions and links to timely expert online information. PLP facilitated the safe evacuation of one Fellow from Cote d'Ivoire.
- PLP enhanced services provided by our medical evacuation insurance carrier by changing vendors from Medex to SOS, the carrier used by USAID.
- PLP opened fellowship positions in three new countries: Namibia, Thailand and Uganda. In addition, the fellowship model scope of work in Uganda, integrating

family planning with mother-to-child-transmission programs, is being replicated in South Africa via a new PLP fellowship.

- After the USAID reorganization, PLP facilitated a benchmark meeting between cooperating agencies providing non-direct hires to the Global Health Bureau (University of Michigan, CASU through ComForce, Johns Hopkins University, TAACS).

Placements & Placement Activity

PLP placed 13 new Fellows during this period who contribute a broad range of experience in strategic planning, service delivery innovations, HIV/AIDS programs, program management and evaluation, best practices research and donor coordination:

- Addy, Barbara A (GH/PRH/SDI)
- Andrews, Linda (EGPAF/Kampala)
- Austin, Mark (GH/RCS)
- Baldwin, Lisa A (USAID/Indonesia)¹
- Baldwin, Lisa A (USAID/Tanzania)
- Brandt, Philip M (USAID/Nepal)
- Fischer, Catherine (USAID/Philippines)
- Huntington, Dale (The World Bank)
- Kosko, Debra (GH/PRH/SDI)
- Lamprecht, Virginia (MGH/PRH/SDI)
- Monaghan, Susan C (WHO)
- Teller, Charles (USAID/GH/PRH/PEC)
- Thaddeus, Sreen (USAID/Uganda)

Fourteen fellowships ended during the period:

- Avni, Michal (GH/PRH/PEC) – Ms. Avni is now serving as a CASU.
- Baldwin, Lisa A (USAID/Indonesia) – Ms. Baldwin is now a PLP Fellow in Tanzania.
- Buono, Nicole (USAID/FHA-WCA)- Ms. Buono joined the Elizabeth Glaser Pediatric AIDS Foundation
- Childs, Lisa (GH/PRH/SDI)
- Cunningham, Amy (USAID/Tanzania)- Ms. Cunningham is serving as a TAACS.
- de Silva, Shyami (GH/PRH/SDI)- Ms. De Silva is now serving as a CASU.
- Farrell, Marguerite (GH/PRH/SDI) – Ms. Farrell is now serving as a CASU.
- Hoemeke, Laura (USAID/Benin) - Ms. Hoemeke joined INTRAH.
- Kosko, Debra (GH/PRH/SDI)
- Luchsinger, Lisa (GH/PRH/CSL) - Ms. Luchsinger is serving as a TAACS.
- Lynch, Ellen (GH/RCS/Afr) - Ms. Lynch is at USAID/Kabul.
- Mojidi, Khadijat (AFR/SD/HRD) - Ms. Mojidi is now a NEP.

¹ Ms. Baldwin was recruited and hired for the USAID/Indonesia position but never worked in Indonesia due to Mission closure and continued security concerns. She subsequently competed and was hired for the USAID/Tanzania position, where she is currently placed.

- Pacque-Margolis, Sara (GH/POP/PEC) – Ms. Pacque-Margolis is now serving as a CASU in OHA.
- Pollak, Jessica (GH/POP/SDI) – Ms. Pollak is now leading the HIV/AIDS services for the state of Maryland.

Table A: Placement Activity

PLP Fellowships	Total	Domestic	International
Total Fellows in reporting period	40	25	15
Fellows Placed, Oct. 02 - Sept 03:	13	6	7
Extensions possible (> initial 2 years)	7	4	3
Extensions (actual) ¹	6	3	3
Exceptional extensions (>"allowable" 4 yrs.)	8	6	2
Fellows Ended, Oct. 02 - Sept 03:	13	9	4
Fellows remaining in international development field, post-fellowship	12	9	3
At USAID	1	1	-
At cooperating agencies	6	5	1

¹ Fully or partially extended beyond their initial 2-year fellowship: *Adetunji, Lynch, Vandenbroucke, Clapp, Russell.* ² Partially extended beyond their 4-year limit: *Avni, Childs, Grubel, Hoemeke, Luchsinger, Mojidi.*

Examples of Fellows' Contributions

Providing Technical Assistance to the Field: **Jacob Adetunji** assisted Mission staff with collecting key demographic data. He provided technical guidance to the MEASURE DHS+ project, visited Nigeria to monitor the implementation of the Nigeria DHS and provided technical input. He was also the principal author of a paper that explains how the Bureau of Global Health adheres to high ethical standards in its program of international demographic and health surveys; he presented this paper to the professional audience of the annual Population Association of America meeting. Jacob was appointed Alternate Country Coordinator for Malawi and traveled to Malawi to provide technical assistance to the PHN Team, reviewed the performance monitoring plan, and backstopped the Mission's GH programs in Washington, D.C.

Linking Family Planning and MTCT Services: **Linda Andrews** raised awareness among key stakeholders of the need to strengthen Family Planning (FP) components within the context of Preventing Mother to Child Transmission of HIV/AIDS (PMTCT) programs. In collaboration with the Uganda Ministry of Health she designed a pilot FP intervention with four PMTCT sites and assisted the MOH with organizing a technical committee of local PMTCT experts to review and provide recommendations for the national PMTCT facilitator's training manuals. She also presented the need for FP and PMTCT Integration to the National Reproductive Health symposium in Uganda, The World Bank, the Director of the White House Office of National AIDS Policy and the Directors of the International Elizabeth Glaser Pediatric AIDS Foundation Call to Action Sites.

Improving Strategic Planning Support to the Field: **Mark Austin** conceptualized and developed tools to improve the capacity of USAID/W staff to provide strategic planning support to the field. He was involved with the PHN Strategic Planning Handbook, which identifies the policies and procedures of developing strategic plans and clarifies the roles of GH country coordinators. In addition, the Strategic Planning Calendar aides GH staff in anticipating the strategic planning needs of PHN missions and operating units in the field.

Developing HIV/AIDS Strategy: **Lisa Baldwin** is a key member of the Health and Population Team carrying out an ambitious analytic agenda for the development of USAID/Tanzania's 10-year strategy (2005-2015). She has taken the lead role in initiating a comprehensive exploration of the social marketing environment and the potential for increased involvement of the rapidly growing commercial private sector in Tanzania, as well as a BCC assessment and the potential for the social marketing of healthy behaviors. In support of this work, she manages the activities of PSI, JHU/HCP and Healthscope/Tanzania, promoting increased efforts to reach key rural audiences with essential commodities and behavioral messages.

Ensuring Universal HIV/AIDS Services: **Philip Brandt** provided leadership to reactivate the effort of the Technical Working Group at the National Center for HIV/AIDS and STI Control in Nepal, leading to the publication of the official Anti-

Retroviral Therapy guidelines for Nepal. In addition, he facilitated the publication of the national Voluntary Counseling and Testing guidelines. He also manages the \$20 million portfolio of USAID and three Cooperating Agencies for HIV/AIDS prevention and was involved in the \$11 million grant to the Nepalese Ministry of Health by The Global Fund.

Highlighting Commodity Security: As the West Africa Regional Program began the transition from a four-country focus to a regional program encompassing 12 countries, **Nicole Buono** highlighted the fact that reproductive health commodity programs were not keeping pace with other aspects of the transition. She proposed a regional consultation with partners that resulted in an acceptable transition plan, thus increasing awareness among USAID, implementing partners and regional stakeholders about the acute commodity security situation of countries in the West Africa region and initiating the process for future leveraging. Implementing partners will continue their collaboration on a regional commodity security initiative along with the West African Health Organization, UNFPA and the World Bank, exploring and seeking long-term commodity solutions.

Developing and Implementing Sustainable Systems: **Sheila Clapp**, as part of the team at the Perinatal HIV Research Unit (PHRU) at Baragwanath Hospital, continues the development of the CIPRA program, including financial, data and administrative systems. The National Institutes of Health (NIH) highlighted this program as having made significant progress, despite the short timeframe. Sheila also took the lead in developing standard operating procedures (SOPs) for the PHRU so that the Unit functions effectively and consistently as a whole. She convened a working group of senior managers and, to date, the group has finalized almost half of the SOPs. In addition, Sheila championed the implementation of a Monitoring and Evaluation program (M&E), and is currently a key member of the M&E working group.

Improving Strategies for Youth Health Issues: As the lead Technical Advisor for youth programming, **Shanti Conly** was involved in numerous activities concerning youth health issues in the Bureau of Global Health. Her evaluation of and recommendations for the Jamaica Adolescent Reproductive Health Project are being used as the basis for a new direction in ARH in Jamaica. For the GH portfolio she drafted a briefing paper on HIV and youth, and identified activities for youth Special Initiative funding. She also participated in a special consultation with WHO's adolescent health team on adolescent sexual and reproductive health, attended two World Bank videoconferences on adolescent health in Africa, and as the country Coordinator for India she worked closely with USAID/New Delhi.

Building Local Capacity: In Tanzania, **Amy Cunningham** contributed to building local capacity for development activities through a model for using a local funding organization to manage funds for national health communication activities. The country is also using this model for a Rapid Funding Mechanism to provide critical resources to local groups. She mentored Foreign Service Nationals to take a lead role on projects, particularly the ISHI campaign. She also leveraged funds for the ISHI campaign.

Supporting Private Sector Linkages: **Shyami de Silva** led the design team for the new Commercial and Private Sector project. She facilitated the transition of the Summa Foundation to a new structure and relationship with USAID, which will improve the ability of private health care providers in developing countries to expand maternal and child health services. She also coordinated the performance evaluation board for the Commercial Market Strategies (CMS) project and provided guidance and technical assistance to CMS.

Raising Awareness of Reproductive Health: At the Inter-African Committee for Harmful Traditional Practices **Abdel Hadi Eltahir** presented USAID's commitment to FGC elimination, highlighting effective strategies such as advocacy, education, religious and social mobilization. He also headed the Prevention of Post-Partum Hemorrhage (PPH) through Active Management of Third Stage of Labor initiative, which was implemented in Benin, Ethiopia, Mali, Zambia and Indonesia. Hadi is now coordinating a conference with WHO, FIGO, and ICM to draft a unified protocol for the prevention of PPH.

Increasing Technical Knowledge: **Maggie Farrell** served as the co-technical advisor on the Commercial Market Strategies (CMS) project. She also participated in the Latin America and the Caribbean PHN State of the Art Meeting and monitored a session on Opportunities for Cross Border and Migrant Programs and Emergency Health Response.

Developing Public and Private Sector Coordination in Combating Tuberculosis: With a rapid start in her assignment, **Catherine Fischer** is the lead individual working on tuberculosis control in the private and public sector at USAID/Manila. Catherine also wrote the health strategy for the Mission.

Strengthening Existing Institutions: **Alix Grubel** shifted the focus of her work from activity management of the Regional Centre for Quality of Health Care (RCQHC) to institutional strengthening. Examples of this include financial management strengthening with the Commonwealth Regional Health Community Secretariat (CRHCS), environmental assessment and study tour planning with the Centre for Africa Family Studies, and strategic planning and financial management strengthening with RCQHC. She also worked with all three REDSO partners to develop Management Information Systems.

Improving Performance Management: **Karen Heckert** facilitated the development of the Performance Management Plan (PMP) for the three-year integrated Public Health Strategy 2002-2005 with all ten implementing partners and key government counterparts. She secured additional funding from the ANE Bureau for technical assistance from MEASURE Evaluation to develop a PMP database for supporting the newly structured program monitoring and reporting system for the integrated country project. The development process, evaluation design and database for the PMP were featured in a presentation by Karen at the Global Health Council Conference in June. Additionally, technical M&E support and guidance have been provided upon request to the Global Fund, the National Center for HIV/AIDS, Dermatology and STDs and the National AIDS

Authority to help establish a common framework and set of indicators for HIV/AIDS reporting and monitoring.

Expanding Private Sector Involvement: **Neil Hollander** is leading the team developing the OPHN Philippines' private sector strategy for the next five years. Its purpose will be to chart the course of future investments in the private sector, particularly in family planning, and to integrate existing projects into a comprehensive strategy. In addition, he continued his role as advisor to existing private sector programs and played an important role in securing a Development Credit Authority (DCA) guaranteed loan for the Well Family Midwives program, the first ever DCA loan granted to a USAID health program. He also continued to provide oversight to the CMS project in the Philippines, which is exploring several new areas of private sector involvement in family planning.

Enabling Partnerships for Global Health: **Dale Huntington** completed his first year as USAID Liaison to the World Bank Population and Reproductive Health Unit in the World Bank, a new partnership. He has strengthened linkages between the World Bank and USAID country-level programs in India, Vietnam and the Philippines through a series of operational assignments in each country. In Washington, DC he works to connect USAID and Bank staff on technical and policy-related issues, facilitating contacts for individual and group meetings.

Integrating Health into the Strategic Focus: **Edna Jonas** led the development and drafting of the Mission's new 5-year strategy for support to Armenia's Ministry of Health and health sector for 2004-2008. Prior to this, the Mission did not have a separate Strategic Objective devoted solely to health, but rather an integrated health and social sector assistance SO. The new strategy raises the importance of health as a priority for the Mission and opens the door for effective initiatives in the health sector.

Promoting Public Private Partnerships: **Mary Jordan** negotiated public private partnerships with the goal of increasing efforts for HIV/AIDS prevention, care and treatment, and with an aim to alleviate the plight of orphans and other children made vulnerable by HIV/AIDS throughout the developing world. She has developed partnerships with corporations such as Coca Cola, Daimler Chrysler, Levi Strauss, Johnson & Johnson, Shell Oil, Exxon Mobil, and Kodak.

Introducing Global Health Issues to New Audiences: **Sandra Jordan** helped organize a population/environment tour through the highlands of Ecuador for Sierra Club activists to support the Club's efforts to strengthen their lobbying for USAID international health programs. In addition to the Sierra Club's top activists, a reporter accompanied the group and the trip will be the front page feature in the December issue of Sierra Club Magazine, which reaches more than 3 million people. The success of this collaboration is resulting in other outreach efforts. Sandra also developed guidelines for publications for all USAID population staff, which have been adopted by LAC, and provided on-going assistance to colleagues to help meet USAID/LPA requirements and guidelines.

Providing Technical Expertise to Asia and the Near East: Lily Kak provided technical support to USAID Missions in the ANE region including assessment and strategic planning in India, Indonesia, Jordan, and project evaluation in Cambodia. She also continued to support the regional neonatal health initiative with the WHO, the BASICS Project, and the Bureau for Global Health as well as supporting the development of a regional neonatal strategic framework in collaboration with the WHO. Most recently, she initiated a regional post-partum hemorrhage initiative.

Promoting the Use of Best Practices: Susan Monaghan has been deeply involved in laying the groundwork for expanding the Implementing Best Practices (IBP) Initiative. She visited Ethiopia, Tanzania, Uganda, and Zambia and met with Ministries of Health, USAID Missions, UNFPA offices, WHO Representatives, and other key stakeholders to assess the priority needs for launching the IBP Initiative in those countries. She will be coordinating the planning and execution of the launch, scheduled for early summer 2004. In addition, she was involved in the very successful execution of the Initiative in India in September 2003, where approximately 250 participants came together for a 4-day meeting that included a Mini-University, a Technology Cafe, an information-sharing event called an "Info Mela", plenary sessions focused on leadership, change, and the process improvement methodology, and small group sessions for teams from specific states in India. Each state team developed a plan of action that included the adaptation and use of at least one best practice that they will implement in their work.

Advocating for Population-Environment Linkages: As the country coordinator for Madagascar, Tom Outlaw hosted the new President of Madagascar, Marc Ravalomanana, at the Woodrow Wilson Center during the President's visit to the Global Health Council conference. He initiated meetings between the Malagasy Minister of Health and senior USAID staff to discuss the Malagasy government's plans for health sector reform. He also co-led a study tour of 5 Congressional staff members to Madagascar to learn more about population-health-environment field programs. In addition, he coordinated a meeting between Administrator Natsios and Jane Goodall to discuss the Goodall Institute's population-environment field programs. He secured \$400,000 in funding from the Global Development Alliance (GDA) to support the expansion of the Jane Goodall Institute's population-environment programs into the Congo Basin, which represents the first co-funded initiative by the GDA and the Bureau of Global Health.

Measuring New Challenges and Developing Strategies: As USAID/Washington's Nigeria Country Coordinator for the PHN sector, Sara Pacqué-Margolis led critical aspects of a family planning/reproductive health assessment in Nigeria. She is using this and other health sector analyses to assist USAID Nigeria in the design of its new strategic plan for the years 2004 – 2009, which will contain an integrated health and basic education component. She was also intensively involved in the design of the next phase of activity for worldwide monitoring and evaluation of PRH programs. Under this program, USAID will seek to improve the collection, analysis and presentation of data to promote better use of data in planning, policy making, managing, monitoring and evaluating population, health, and nutrition programs.

Improving Services through Coordinated Action: **Jessica Pollak** completed the design of a new procurement, Access, Care, Quality & Use in Reproductive Health (ACQUIRE) and activity authorization in the Service Delivery Improvement Division. She led the design, review and award process which involved two USAID bureaus through team-based and consensus-driven processes. She also provided technical assistance to a cooperative agreement in its close-out phase, which involved traveling to Cambodia to assess the CA's field program and provide the Mission with technical feedback for their strategic discussions on family planning service delivery. Additionally, as part of her country support activities, she co-facilitated the Maximizing Access and Quality (MAQ) Special Initiative's 3-day FP/RH workshop in Haiti with Haitian providers and Ministry of Health officials. She also worked with the Haiti Mission's PHN Program on its family planning portfolio and contraceptive procurement issues.

Coordinating the Regional HIV/AIDS Program for Southern Africa: **Michele Russell** expanded the reach of the Corridors of Hope cross border program in Southern Africa to include Mozambique and Swaziland. This program is now active in 31 sites across 8 countries and has reached over 2 million people since the beginning of 2003. The program facilitates the provision of prevention education, information and resources in areas which lacked such services. To insure quality services are delivered and maintained, capacity building workshops have been provided to local implementers focusing on behavior change, peer education, outreach to targeted populations as well as monitoring and evaluation.

Maximizing Effectiveness of MAQ: **Kellie Stewart** coordinated an evaluation of the Maximizing Access and Quality (MAQ) Initiative, the first such review during the effort's 9-year history. In this role, she drafted the scope of work and worked closely with the evaluation team to bring the evaluation report to its final version. Supplemental to this evaluation, she developed a results framework for the MAQ Initiative. Kellie also took the lead in coordinating several MAQ activities focused on sharing technical updates and evidence-based best practices in FP/RH programming. These activities included the 3rd Annual Global Health Mini-University, which drew over 500 participants, and MAQ Exchange workshops in both Haiti and Mali.

Promoting South-South Linkages: **Mary Vandenbroucke** led the visit of Central American (South-to-South) partners for technical assistance in HIV/AIDS programs to Porto Alegre, Brazil. The group met with Brazilian NGOs and Mary initiated contacts between public and private counterparts. In addition, she facilitated a meeting of Central American partners in Tegucigalpa for the Honduras HIV/AIDS program as part of revising the Honduras HIV/AIDS strategy. She also coordinated and participated in the meeting between the Minister of Health for Nicaragua and Anne Peterson. Mary was a key organizer for The Latin America and the Caribbean PHN State of the Art Meeting; she also acted as an organizer, trainer and presenter at the LAC Contraceptive Security conference in Managua.

Effective Scale-Up of Programs: Jane Wickstrom, in her work at the USAID/Ghana Mission, designed the new 7-year country strategic plan with her colleagues. She focused on initiatives to improve access and quality of services for community-based primary healthcare, family planning service delivery, and safe motherhood services. Over the past three years, she managed the successful scale-up of community-based approaches in 35 districts; the introduction of innovative approaches to safe motherhood training using "self-paced learning"; the scaling up of behavior change programs to prevent HIV/AIDS, control malaria and prevent unwanted pregnancies; and institutionalization of improvements in infection prevention, counseling and supervision of public sector health facilities. She also coached team members in effective program design to maximize limited resources available for the new program.

Professional Development & Support

IR2: Improved leadership & management of selected Global Health programs

Sub-results

- 2.1 Enhanced leadership and management capabilities of PLP Fellows and select USAID staff
- 2.2 Improved performance of PLP Fellows
- 2.3 Increased access to technical information

2.1 Enhanced leadership and management capabilities of PLP Fellows and select USAID staff

Results:

Improved Professional Growth

Exiting Fellows for this period report stronger agreement as to the contribution of professional development activities to their ability to do their jobs (5.42/7 in 2003 as compared to 4.44/7 in 2002). Given the challenge of affecting this type of measure in a dynamic environment, this shift suggests increased contribution of related professional development activities in a Fellow's experience. Exiting Fellows continue to indicate a strong desire to participate in PLP's professional development services with the majority of this group stating that they "were not able to participate in as many of the PLP-sponsored activities as they would have liked," and they overwhelmingly agreed that it is "difficult to attend professional development activities on a regular basis." These data also suggest that those services they did take advantage of were valuable to them and their work, and they would like access to more.

Consistent Quality of PLP's Services

According to participants, the stated purposes of the 14 formal PLP-sponsored leadership development, management, and technical trainings were "Very Much" achieved over the period with an average score of 3.75/4.00. The range of scores was 3.56 (Cross Cultural Communication) to 4.00 (Knowledge Sharing). This average is essentially unchanged from 3.76/4.00 for the last reporting period from October 2001 – September 2002.

Successful Fall 2002 Retreat –PLP's Annual Hallmark Event

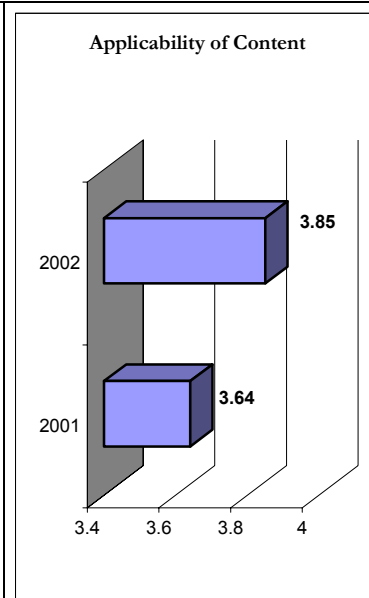
Purpose: There were 13 participants in the Fall 2002 Retreat. The majority (61.5%) of participants gave the highest score possible when asked if the Fall 2002 Leadership Retreat achieved the stated purpose "to provide opportunities to enhance individual leadership capabilities, commitments, and practices within the USAID context by building a strong cohort of colleagues." Correspondingly, the retreat received an overall score of 3.62/4.00 in terms of achieving this purpose. This is a slight decline from the Fall 2001 Leadership Retreat which received an overall score of 3.72/4.00 in terms of achieving its stated purpose. However, the stated purpose in 2001 was slightly different and more general, "to provide development

experiences that enabled me to realize my own leadership capabilities in order to practice practical leadership at USAID.” Participants’ descriptions of things they would do differently as a result of participating in the 2002 Retreat are consistent with the stated purpose. For example, one participant said he/she would take advantage of coaching while another said he/she would “include leadership goals in work objectives at USAID.” One participant stated *“I really had a chance to reflect on my own strengths and weaknesses, which is what I’ve been needing!! It shed light on why I react certain ways and why people react to me in certain ways!”*

Desired Outcomes: 69.2% of participants felt the desired outcome of understanding “one’s leadership actions and their effect in relation to others” was “very much achieved.” The weakest of the desired outcomes was “develop a strong identification as a cohort of leaders within USAID,” with only 30.8% of participants feeling that this outcome was “very much achieved,” although on average participants did feel this outcome was at least somewhat achieved (average score of 3.15/4.00).

Applicable Content: Applicability of the Fall 2002 Leadership Retreat to current job was rated 3.85/4.00, indicating that participants can foresee using the concepts and skills presented in their current job.

This is an improvement over the Fall 2001 Leadership Retreat in which applicability was rated 3.64/4.00.



Learning Application: PLP made a concerted effort to prepare trainers using the Integrated Leadership Framework as well as findings from the USAID-wide professional development needs assessment. When asked to describe things they would do differently as a result of participating in the leadership retreat, participants described things such as: being “more conscious of institutional leadership, information and training needs, and personal boundary issues,” taking “a closer look at my facilitation skills, trying to become more self-aware,” and “further development of my management skills even if not being applied at this very minute.”

At 11 months post-retreat, four participants gave their impressions of how they integrated learning into their work and mentioned institutional culture barriers to doing so, the principal one being that everyone is busy and focused on tasks of the moment,

making it difficult to be reflective and use what they have learned. "You feel like you are running around like mice, trying to get everything done."

SR 2.2 Improved Performance of PLP Fellows

Results:

High Performance Enabled

PLP has redoubled efforts to engage HARs in conversations with Fellows on scopes of work and desired performance as well as provide related coaching services. Exiting Fellows during the period report increases in dimensions of high performance (see table below), however, satisfaction with the overall quality of feedback they received from their HARs declined from 5.4/7.0 to 4.7/7.0.

Dimension	2001/02	2002/03
Ability for HAR and Fellow to establish job expectations on a consistent basis	4.9	5.3
Satisfaction with timeliness of feedback from HAR	4.3	4.4
Ability for HAR and Fellow to establish performance expectations on a consistent basis	4.3	4.8
Feedback received from HAR indicated met or exceed performance expectations	5.6	6.5

High Performance Sustained

HARs rated Fellows' overall performance during the period and the table below presents evaluation scores from 360° reviews for all Fellows in various dimensions of performance. All maintained a high rating of at least 4.4/5.0.

Dimension*	2002/03
Quality of Work	4.5
Leadership	4.4
Professional Skills	4.7
Resource Management	4.4

*All means are out of 5 possible points.

Note: See earlier reports for 2001-02 data not shown due to incompatibility with current reporting. The design of the instrument used to collect information for the 360° reviews was improved through a vetting process with HARS in 2003. A 'resource management' category was created, and the 'professional skills' category integrated civil service items, items from PLP's leadership framework and self-assessment, and teamwork/interpersonal items.

SR 2.3 Increased access to technical information

Results:

Sharing State-of-The-Art (SOTA) Knowledge

ANE/E&E HIV/AIDS and PHN SOTA

The objectives of the October 2002 SOTA were: to update USAID PHN Officers in the ANE and E&E Regions on critical scientific and programmatic developments in population and health as part of their continuing professional development; provide information and experience on recommended programmatic responses; familiarize PHN Officers regarding current Agency policies, strategies, and processes relevant to the PHN sector; forge relationships among missions for ongoing dialogue regarding program content, organization, and sector management; contribute to an ongoing process of professional development; and promote the capability, morale, and effectiveness of USAID's field mission and Washington PHN team members. The average combined score for all six objectives was 3.51 /5.00. The highest scoring objective achieved was "familiarize PHN Officers regarding current Agency policies, strategies, and processes relevant to the PHN sector" (4.02/5.00) while the lowest scoring objective was, "contribute to an ongoing process of professional development" (3.21/5.00).

Participants in this SOTA had a number of positive things to say about the planning and organization of the event, the value of the opportunities for interaction with other participants, and the chance to learn more about USAID's strategies, resources, policies, etc. A few highlights from participants' feedback include:

- "It is a great opportunity to put faces to names for the AID/W staff and learn more diverse experiences."*
- "The presentations were well prepared. The learning actually occurred in the open forum/ discussions and in the informal chats with colleagues."*
- "The participation of senior policy level people, Global Health management, ANE and E&E officials and the Field Mission staff in this SOTA made it a wonderful learning forum and sharing of mutual experiences."*
- "It was a very good opportunity learning AID's structure and how it functions."*

LAC SOTA

The purpose of the March 2003 LAC SOTA meeting was to update USAID Mission Health staff on critical scientific and programmatic developments in global health as part of their continuing professional development. As a result of the SOTA meetings, staff in the LAC region will be able to apply their new knowledge of technical and management developments to global health programs and they will be able to exchange, develop and promote new relationships, ideas and practices. PLP also provided in-depth coaching on presentation skills in preparation for this SOTA. The average score for achievement of this purpose was 4.2/5.0, based on responses from 36 participants. Among the six objectives for the LAC SOTA, the objective that received the highest score for achievement (4.3/5.0) was "The SOTA meeting contributes to an ongoing process of professional development for USAID Mission Health Staff." The objective receiving the lowest average score for achievement (3.7/5.0) was "Capture new, state-of-the-art practices in the LAC region since the last SOTA meeting."

Some highlights from participants' identification of the most valuable things learned include:

- *"Informally what other field missions are doing and having an opportunity to listen to them. Being new to USAID (<1yr) it is excellent to listen to the leaders in LAC and GH discuss issues (policy) we constantly hear about in the field."* (8 participants)
- *"Policy updates" and "Agency priorities and updates"* (5 participants)
- *"Info on project about mobile populations and HIV/AIDS" and "Info on ABC re HIV/AIDS"* (6 participants)

In fact, 16 of the 36 participants who completed the evaluation said their most valuable learning at this SOTA occurred during the first two days on HIV/AIDS.

There were a number of positive responses to the LAC SOTA, including:

- *"I believe these types of conferences indeed contribute to professional development. It is an opportunity to dialogue with Washington folks and associate names with faces. This allows for better personal relationship."*
- *"Good team building, good technical input and invaluable quality time with the Agency leadership."*

PLP provided another level of support to the LAC SOTA through coaching to presenters in knowledge-sharing techniques. Based on one participant's observation of her colleague, she saw her colleague become more confident as she was able to utilize interactive approaches with her audience in her presentation. The informant stated, *"I saw a real change in her and the presentation. She had so much more confidence and the presentation was really well received. People were really in to it"* The presenter had taken advantage of a formal training and follow up coaching sessions with PLP.

Application of PLP's Technical CD-ROM Series

In May 2002, PLP distributed a new set of 8 CD-ROMs focusing on Contraceptive Technology and Security, TB, MAQ, Maternal Health, Health Sector Reform, and Environmental Health in addition to updated Child Survival and HIV/AIDS to 80 people in USAID Missions and USAID/Washington. Informants suggest heavy usage in Washington, DC. An assessment among Missions in the Fall of 2003 revealed that 50% of survey respondents acknowledging receipt of CD-ROMs report that they have used them (6 out of 12 people).

Highlights of application include:

- *We have forwarded information about these discs to our implementing partners. A few of them made copies of presentations/documents from these discs, and used this information in their work (POLICY Project, HIV/AIDS Alliance, Counterpart Alliance for Partnership.) USAID/Ukraine*
- *I just wanted to let you know I organized a brown bag lunch session among our health team today and we viewed the CD ROM on contraceptive technology/security, featuring you and others. It was very good and informative. It's the second one we've had on the series; we're slowly trying to get through all of them, viewing about one per month. We plan on making them available to our health partners as well. Thanks to you, PLP and others in GHB for this valuable resource. USAID/ Guatemala*
- *If they were available in French, I would love to share them with MOH colleagues and others in Benin. I also think it would be useful if the CD-ROMs could include discussion guides and/or pre-test/post-test questions for self-directed learning. USAID/Benin*
- *I still plan on using these, so don't think they were sent here for nothing! In principle, I think it's a great idea. USAID/Jamaica.*

See "Table A: Professional Development Activity" at the end of this section.

Professional Development and Support Activity Highlights

PLP focuses on developing effective leadership and management practices in the unique environment of USAID. PLP's approach is to bring leadership and management learning opportunities to PHN professionals when they are needed, in the context of actual work activities, and with follow-up coaching and consultation to ensure the integration and application of new practices.

- One of the key training opportunities offered by PLP focuses on helping participants improve the quality of their presentations. Two sessions of a workshop called "Knowledge Sharing for Technical Results" were offered in January and February, 2003. The purpose of these workshops was to introduce a presentation design allowing for greater audience participation and a more targeted approach that matches solutions to challenges. Both workshops received the highest possible rating for achievement of overall purpose (4.00/4.00). Scores for achievement of learning objectives were also high, all falling at or above 3.50/4.00. As a consequence of participating in this seminar, the chair of the LAC required all local area LAC speakers to get one-on-one coaching from PLP so that they could present their material in a more focused and interactive manner. The results were visible and, as one participant stated:
-*"This was the BEST MEETING of its kind I have ever attended."*
- PLP continued "Just-in-time" training opportunities to provide critical learning experiences within days of a specific request.
 - ❑ In January 2003 PLP offered a workshop, "Making Time to Make a Difference," to support staff to more effectively organize their work time and to prioritize their work to accomplish their most important work goals. The achievement of overall purpose score for this session was 3.62/4.00 and the perceived applicability score was 3.80/4.00. In light of the success of this workshop, it was offered again in April, 2003 with an achievement of overall purpose score for the session of 3.69/4.00.
- PLP staff worked with PDMS to design a needs assessment for GH that incorporated the principles of Performance Improvement (PI). It included the following performance factors: job expectations, performance feedback, workspace, supplies, and equipment, incentives, organizational support, and knowledge and skills. Once these categories and the associated questions were defined, PLP supported PDMS in the interview process, taking notes and shaping the questions to fit the particular focus group, i.e., supervisors staff, technical, managerial. The resulting assessment illuminated developmental needs and supported the development of the PDMS strategic plan for this year and looking ahead to the future.
- PLP's Learning and Evaluation Team provided design support to PDMS's quantitative needs assessment instrument piloted during the period.
- PLP is supporting PDMS as they expand their development activities. In addition, PLP works with PDMS to meet the on-going and just-in-time skills development needs and team building requests that emerge from GH staff (e.g., Making Time to Make a Difference.)

- PLP made Online Journaling available to all 2002 Cohort members.
- PLP field-tested a tailored leadership self assessment with the 2002 Cohort. Feedback on the instrument was positive and exposed areas where individual balance between Commitment and Practices could be aided with professional development. The self-assessment will be integrated in to PLP's coaching approach as a diagnostic tool.
- To aggregate and compare key elements of PLP's training events, a database was launched that generates forms and reports based on housed standardized evaluation data. Graphical 2-page report summaries can now be easily generated as well as tailored reports on specific aspects of intervention quality.
- PLP delivered three technical trainings in the period in addition to the Asia and Near East and Europe and Eurasia (ANE/E&E) and Latin America and Caribbean (LAC) PHN SOTA Meetings. A series on nutrition and the importance of its integration into other USAID activities was launched. This "Silent N" series received an overall evaluation score of 3.83/4.0. One participant noted that they would "be an advocate and technical person promoting integration of food security and nutritional components into health program design." Another participant suggested "Bring this out to the field...Needs to go out to Missions via sub-regional meeting." These sessions generated a good deal of interest and requests for additional activities in this topic area.
- In collaboration with the PDMS Office, PLP produced a 30-minute video orienting staff on the reorganization of the Bureau for Global Health. The content focused on strategic and programmatic repercussions of the process and final organization. Video content for the video came from a 5-day "Global Health Orientation" put on by PDMS as well as scripted interviews. Overviews are provided on each of the offices, including the new offices of Regional and Country Support, Strategic Planning and Budget Operations, and Professional Development and Management Support. Regional Bureaus are also represented. Interviews with key leaders within GH and their reactions to and visions for the reorganization frame the content. The video is accompanied by a CD-ROM which contains all of the documents distributed at the orientation as well as additional strategic documents. The primary audience for this video is the Mission PHN officer. They all received a copy of the video and CD-ROM. It is also being used as an orientation tool for staff new to USAID, both NEPS and contractual staff. The extent to which the video has been used will be evaluated in Spring 2004.

Table A: Professional Development Activities

Management	Month	Attendees
Making Time to Make a Difference	Jan 2003	21
Making Time to Make a Difference	April 2003	22
Cross Cultural Communication Seminar	June 2003	10
Leadership		
PLP Annual Leadership Retreat	Nov 2002	13
Knowledge Sharing for Technical Results	Jan 2003	9
Knowledge Sharing for Technical Results	Feb 2003	10
Knowledge Management for Global Health	May 2003	8
Storytelling for Learning Transfer	Aug 2003	35
Design Your Audience Into Your Training Program	Aug 2003	45
Designing Counseling Training that Works	Aug 2003	45
Knowledge Management: From the Bottom-Up (w/ PLP Fellow and WHO)	Aug 2003	10
Knowledge Management: Audience Consideration (w/ INFO Project)	Sept 2003	65
Cohort Breakfast	Sept 2003	5
Implementing Best Practices Initiative: Leading and Managing Change (WHO)	Sept 2003	10
Technical		
Africa and Near East and Europe and Eurasia SOTA Meeting	October 2002	137
Latin America and the Caribbean PHN SOTA Meeting	March 2003	79
The Silent "N": Integrating Nutrition into USAID Programs	April 2003	46
Health and Human Rights for Development	April 2003	43
Silent "N" Brown-Bag Lunch	June 2003	23

Organizational Consulting

IR3: Improved work processes in the Global Health Bureau

Sub-results

SR 3.1 Improved environment for sustainable organizational change

SR 3.2 Increased ability of selected Global Health staff to manage change in a dynamic environment

SR 3.1 Improved environment for sustainable organizational change

Results:

Improved Work Processes through Shared Vision

PLP has been supporting the PEC Division through retreats and a CA meeting. The results from retreats in June 2002 and a CA meeting in September 2002 became available during the period and reveal a lasting effect on the team, contributing to developing a shared vision and work processes. During the period, PLP assessed the longer-term outcomes of this work. Division staff indicated PLP's contribution to enabling work processes through the June retreat (4.57/7.00) and the September CA meeting (4.75/7.00). This suggests positive initial outcomes in this evolving process.

An examination of the semi-structured interviews provides further qualitative evidence of the effectiveness of the retreat. The four interview participants who attended the retreat said that the retreat met their expectations, especially with regard to learning more about each other, and further stated that the retreat provided a good starting point toward developing the departmental vision:

[The retreat] got us started on [the vision]. We were able to go further later.

I felt like the staff after working through the summer had a really good sense about the vision.

We built a framework and some level of shared understanding about mission and vision...We left it at a place that needed additional work, and later on during the summer of 2002, that work happened.

My major expectation [for the retreat] was to get to know my new colleagues and to figure out how we could most effectively work with each other and support each other. I think it met that expectation.

I think that over the years, PLP has been really critical in changing the culture of this office. I think that we are far more sensitive to each other, and our different personalities and our different work styles, and that we have language to allow us to talk about that. And we didn't have that before."

Enabling Effective Partnerships

Interview responses also indicated that the PLP-supported CA meeting was helpful in achieving several objectives. They said that the cooperating agency meeting helped to clarify the vision for them, as well as for the CA's:

I think [the vision] was communicated well. And I think that they got good feedback on that. And I think that the meeting was very productive.

I certainly had the sense at the conclusion of the retreat and the immediate...week or so following, that people's expectations were largely met.

What I actually noticed, both felt for myself and noticed, is that right after the retreat we were at a higher level of attention and focusing on things like having a new shared culture. And in a way working together on the CA meeting was another opportunity to sort of renew...and we'll need to find other opportunities over the next month to renew, so that learning a new behavior, finding, identifying and supporting culture is not a one-time or two-time effort.

Action Coordinated for Strategic Direction

PLP's ongoing support to Senior Management of the Population & Reproductive Health Office achieved important results as the Office settled into a new organizational structure in February 2003. The team reported that the purpose of "determining what progress has been made since the last retreat and defining strategic directions and operational plans for the future" was "very much" achieved (3.58/4). Additionally, the group reported that an outcome of "identifying critical/high priority opportunities/challenges that are impacting PRH" was also "very much" realized (3.92/4).

SR 3.2 Increased ability of selected Global Health staff to manage change in a dynamic environment

Results:

Cohesive Climate Fostered Among Peers

PEC Division

A climate questionnaire revealed clear shifts in the norms and values of the department from before the retreat to after the CA meeting (from an average of 41.43 to 50.00 points allocated to this description of climate out of a possible 50.00 points). The most prominent shift was an increase in group climate, or norms and values associated with affiliation, teamwork, and participation. In particular, norms of being personal, sharing, behaving like an extended family, emphasizing human resources, and having higher cohesion and morale increased over time. When asked whether this change could be related to either the Retreat or CA meeting, interview respondents were able to draw connections:

There was a conscious effort and an agreed-upon outcome for the retreat that said we wanted to learn about each other, understand each other, so that we could work together as a new division, and it seems to me that that promotes something that you want to promote, which is having shared norms and values, group culture, when you're at the beginning.

[The increase in group values happened] because the retreat was very much focused on interpersonal relations, and on the way we work together, and the issues of the [department].

When I now know [others' CA's], my interaction with my colleague here is a little richer. Weaving that

blanket...there are more connections of different kinds that might promote that kind of group norm value connection.

Cambodia Mission Health Team

Consulting visits were completed in Cambodia in March and September 2003. In March, all health team staff were interviewed about changes they observed in team function since a September 2002 team retreat. Staff responded overwhelmingly that there has been greater clarity regarding roles and responsibilities since the retreat. In addition, an action plan for team development activities was created with the leader of the health team and a follow-up team retreat requested. The follow-up retreat was conducted in September 2003 in Siem Reap in conjunction with PDMS's professional development needs assessment visit. Further clarification of staff roles and team issues was completed. PLP will document the effort as a case study in the coming year.

Consistent Contact through Personal Coaching

- Out of 200 total individual coaching sessions provided during the period, over 32% were focused on Senior Management-level leaders in the GH.
- Out of approximately 17 current Washington DC based Fellows; 11 (64%) had at least one personal coaching session during the period. This is up from 43% in the previous year.
- Among Fellows, the average number of sessions accessed was 3.0, a slight increase over the average of 2.8 for the previous year.
- Among non-fellow GH staff, 33 different staff accessed at least one coaching session with a total of 93 sessions. The average number of sessions was 2.8 sessions per person, down from 4.26 sessions per person in the previous year. The range was 1 session to 22 sessions.

One Fellow shared: *I was fortunate to have the opportunity and work with Joe Coyle, the PLP consultant that PLP has arranged led to advancement and improvement in my communication skills and presentation preparation. This has been a major contribution for refining the contents of my talks targeted to a specific audience. Specifically senior managers at USAID who spent quite a bit of their professional life listening to presentations.*

See "Table B: OC Activity 2003" at the end of this section.

Organizational Consulting Activity Highlights

- PLP has redoubled efforts in providing an array of critical consulting services to the Bureau for Global Health over the past year, offering an average of 2.6 interventions per month as compared to 1.3 in the previous year. A series of Senior Management retreats were designed and facilitated with executive coaching follow up on critical action planning. A series of retreats have also been completed with the Office for HIV/AIDS (OHA) and Regional and Country Support (RCS).

- One OHA retreat focused on clarifying roles and responsibilities while a second moved the group in to developing USAID's strategy for HIV/AIDS. These retreats successfully achieved their purposes with 3.61/4.00 and 3.47/4.00 respectively.
- PLP facilitated an important meeting consisting of representatives of OHA, RCS and Africa Bureau to coordinate communications for support to the field. The retreat strongly achieved this purpose (3.59/4.00).
- PLP made significant progress on the "Strengthening Global Project Management in the Office of Population and Reproductive Health: Supporting the Cognizant Technical Officer (CTO)/Technical Advisor (TA) Role" project. During the period, PLP identified and convened a coordinating team and advisory group, developed and implemented a survey to select exemplars, held an introductory meeting for all exemplars, worked with a group of "originating" exemplars to create a first level job responsibility job model and began conducting interviews of selected exemplars. An initial job process model has been vetted and will be formalized as exemplar data is collected.
- Through meetings of PLP's Organizational Consulting Consortium (OCC), there is greater alignment of consulting activities to PLP's leadership and evaluation frameworks. PLP developed and distributed a guide for consultants on intervention design and reporting which includes a requirement of consultants to identify specific overlap with elements of PLP's Integrated Leadership Framework.
- PLP continues to expand services to Missions and Fellows overseas. The initial activities of a long-term consulting engagement were completed in Cambodia.

Table B – OC Activity 2003

INDIVIDUAL CONSULTATIONS/COACHING	
OFFICE / DIVISION	# of CONSULTATIONS
AA/DAA	19
PDMS	7
SPBO	31
PRH	40
OHA	28
RCS	38
HIDN	13
PPC	7
OTHER	17
TOTAL	200

GROUP CONSULTATIONS/RETREATS	
OFFICE / DIVISION	# of CONSULTATIONS
Mission	4
SMT	8
PDMS	2

OHA	3
OMB	1
PRH	4
Health Communication Partnership	1
RCS	3
OMB	1
Human Capacity Development	1
Other	5
TOTAL	33

Learning & Evaluation

Performance Monitoring

PLP's Performance Monitoring and Learning Support Plan (PMLSP) has been successfully implemented, organizing data collection and analysis on the project's stated results. During this period, PLP staff integrated items across multiple instruments that reflect the project's Integrated Leadership Framework and are linked to elements of the EvaluLead and Results Frameworks. Additionally, PLP staff began to identify data collection points that were no longer needed or relevant to project reporting thereby streamlining processes and effort. Several data collection processes now provide ongoing information for reporting and analysis such as the exit interview online survey and in-depth interviews, an annual online administrative services questionnaire. Two new instruments were developed and launched during the period: a leadership development self-assessment with the 2002 cohort, and an organizational climate assessment for the consulting intervention with the PEC Division. PLP adapted the online journaling system to be reflective of PLP's Leadership Framework and made it available to all 2002 cohort members through a hands-on training. PLP has decided to scale-back this tool among cohorts and plans to integrate it in to the coaching mechanism. A database that supports standardized event evaluation was launched. It enables longitudinal data collection, data clustering, and quality analysis regarding goals/objectives, training delivery, applicability of concepts, and logistical support. A plan is in place to connect all events to PLP's Integrated Leadership Framework for closer monitoring of content applicability. Three case studies were completed; 2 at the individual level and 1 at the organizational unit level. Data collection was initiated on 2 more individual case studies. Planning for 1 organizational case study in a Mission has also been initiated.

EvaluLEAD Framework

During the period, PLP planned and hosted the second Leadership Evaluation Advisory Group (LEAG) meeting in April 2003. A group of leading thinkers from universities, consulting groups, USAID programs, and non-USAID leadership programs to discuss challenges and opportunities in evaluating leadership development interventions convened. Senior USAID staff participated in this important meeting. Over the course of 1.5 days, leadership programs in global health presented their emerging evaluation practices using the EvaluLEAD Framework as a guide for shared discussion. Collaborators included:

- USAID
- Bill and Melinda Gates Institute for Population and Reproductive Health
- Center for Creative Leadership (Jennifer Martineau – Core Advisor)
- Center for Public Health Leadership and Practice
- Institute for International Education
- Leadership Enterprises
- MacArthur Foundation
- Management Sciences for Health
- MEASURE Evaluation
- Pacific Institute for Research and Evaluation (Barry Kibel – Core Advisor)

- The Summit Foundation
- University of Nebraska – Gallup Leadership Institute (Bruce Avolio – Core Advisor)
- W.K. Kellogg Foundation (Craig Russon – Core Advisor '02)

PLP also applied the framework internally to clarify outcomes related to the Integrated Leadership Framework. Other programs are now using basic concepts of the EvaluLEAD Framework to share ideas and advance approaches in their own work. PLP was invited to present the framework in numerous venues, including a meeting of donors at the Rockefeller Foundation in September 2003. For more information, see the Sustainable Leadership Initiative in the following section.

Special Initiatives and Communications

Special Initiatives

Special initiatives with PLP's partners include external communications, and collaboration with other international health and leadership organizations.

Sustainable Leadership Initiative (SLI)

As a result of dollars leveraged from private sources for enhancing development of the EvaluLEAD Framework, PHI/PLP launched the SLI on October 1, 2002. The SLI is developing and disseminating evaluation tools and resources to leadership programs working in population, international health and beyond. Over the period, the SLI completed a secondary analysis of data from 55 leadership development programs and completed a draft of the EvaluLEAD Guidebook which will be shared at LEAG 2004. The secondary analysis is under review for publication. John Grove, PLP's Learning & Evaluation Manager serves as the Project Director of this initiative.

Communications

PLP has been actively enhancing communication approaches and program messages over the last year. A conceptual evolution is taking place as PLP adds more learning and organizational development depth to the original fellowship format. Appropriate messages have been incorporated into all materials going forward. The following elements and products have been completed.

Product/publication:	Disseminated to:
Increased visibility of USAID in the global/public health community. Through PHI's Weekly Update, PLP continues to make regular contributions to the PHI Weekly Update, (an internal PHI e-mail newsletter that goes out to all staff and projects). These contributions are designed to showcase PLP's work and familiarize the other PHI projects with USAID. Recent postings covered PLP's participation at	<ul style="list-style-type: none"> • PHI Staff • PHI Projects

the International Leadership Association Conference and the Leadership retreat, both in November 2002 and announcement of PLP's participation in the Salzburg Seminar entitled "Capitalizing on Our Differences: Leadership Across Cultural Boundaries and Geographic Borders in a Global Society" in the Summer of 2003.	
Awareness and accessibility to PLP services raised. Through the Leadership Link Newsletter, PLP disseminates information to Fellows and others that highlights leadership activities and serves to drive traffic to PLP's website. The most recent issues of the Leadership Link were released in Winter 2002 and Spring 2003.	<ul style="list-style-type: none"> • USAID • PHI • Other CAs • Current/former/potential Fellows • PLP Staff
Expanded information and news to PLP's audience. Through PLP's electronic Monthly Update to Fellows, PLP has expanded content to include news items and tools from each Key Result Area as well as notification of open fellowships and highlights of fellows' work in the field.	<ul style="list-style-type: none"> • PLP Fellows • PLP Staff • Rochelle Thompson
Concepts and approaches clarified and disseminated. The Integrated Leadership Framework and EvaluLEAD Framework were linked and finalized. Graphic representations were developed for dissemination on the website as posters and handouts.	<ul style="list-style-type: none"> • International Leadership Association Conference • American Evaluation Association Annual Meeting • LEAG 2003 • PLP Fellows • PHI • Other GH professionals (through Leadership Link newsletter)
Messages to USAID tailored and delivered. A variety of slides and presentations were developed illustrating PLP's professional development approach to learning transfer, knowledge management, performance improvement and seminar planning. A recruitment presentation for use at workshops and conferences was also developed.	<ul style="list-style-type: none"> • USAID staff • PLP Fellows • Recruitment venues • Professionals in the field of Global Health

<p>Pre-conference knowledge managed. To provide information on the LAC SOTA that took place in October 2002, a separate section was created on the website with a link to technical trainings on the SOTA site.</p>	<ul style="list-style-type: none"> • PLP Fellows
<p>Evaluation efforts communicated to broad audiences. An information packet (press release and flyer) was created and distributed in November 2002 to showcase PLP's Sustainable Leadership Initiative, with cost-share funding from the W.K. Kellogg Foundation.</p>	<ul style="list-style-type: none"> • Appropriate individuals and USAID • Global Health Council • PlanetWire • Hewlett Foundation • Pathfinder (CA) in Boston • TRG • CEDPA • Gates Inst. For Population and Repro. Health • Interaction-Monday Developments • Civicus-email update • Communication Initiative
<p>Knowledge shared about the fellowship experience. To highlight the professional stories of fellows, and share them with a wider audience, several new fellow interviews (both incoming and outgoing) focusing on personal and professional aspects of their lives and work, were completed and read on the website, in the newsletter and for outside publication.</p>	<ul style="list-style-type: none"> • For use in the Leadership Link and PLP website • For publication in the GHC publication Global HealthLink
<p>Pre-retreat knowledge managed. A separate section of the website was created to house information for the annual leadership retreat in November. It included an agenda, logistical information, participant list and contact names.</p>	<ul style="list-style-type: none"> • Retreat participants • USAID and other stakeholders • PLP Staff
<p>Assistance to external evaluation completed. A presentation was created covering the evolution of PLP I & II, achievements, best practices and feedback. Its purpose was to familiarize evaluators with the project.</p>	<ul style="list-style-type: none"> • PLP evaluators
<p>Orientation and dialogue with HARs supported. Orientation guides have been revised and continue to provide a comprehensive overview of the orientation process, clarification of the fellows' and HARs' roles in the orientation process and efficient support and references.</p>	<ul style="list-style-type: none"> • Fellows • HARs
<p>PLP exposed to the broader global health community. An article about PLP's leadership work for USAID was written.</p>	<ul style="list-style-type: none"> • Global Health Council's HealthLink publication

<p>USAID's work exposed to emerging leaders in global health. A presentation by PLP fellow Sheila Clapp and HAR James McIntyre on their work in South Africa was done in April 2003 in conjunction with UC Berkeley School of Public Health. A panel of three new PLP fellows was convened in an interview format where they talked about their past work and their new positions with USAID. Video footage was taped at both events.</p>	<ul style="list-style-type: none"> • Public Health Students at UC Berkeley and surrounding areas • Professionals in the field • PHI and PLP staff
<p>PLP West Coast office move completed with location conveyed to stakeholders. New stationary and business cards were printed for PLP's new Oakland location. An open house was scheduled in the new space so that PHI could become acquainted with PLP Washington staff.</p>	<ul style="list-style-type: none"> • PHI staff
<p>Showcasing PLP's work to a wider audience. A half time six month position was created to populate PLP's publications database and work with Fellows and staff on developing publications for professional journals.</p>	<ul style="list-style-type: none"> • Field of Global Health, Leadership, Professional development, HR.
<p>EvaluLEAD Guide and Field test advertised. The Sustainable Leadership Initiative brochure was updated to include new information about the EvaluLEAD field test.</p>	<ul style="list-style-type: none"> • Conferences • LEAG Meeting

Information Technology

Fellows's technology capabilities upgraded

- Finished Upgrading Fellows computers at USAID to comply with the new standards.
- Upgraded overseas fellows equipment and continued to provide technical support.
- Developed and deployed a file storage website for PLP fellows.
- Added a new laptop pool in PLP DC office for fellows use.

PLP support capabilities upgraded

- Installed and deployed a new Training Database server.
- Installed and deployed a new Consultants Database server.
- Installed and deployed a new Publication Database server.
- Added new PLP servers.
- Upgraded PLP equipment with newer, state of the art equipment.

Network security upgraded

- Added new virus protection layer to PLP systems.
- Upgraded DC office network with firewall and security devices.
- Created a real-time tunneled network between the DC and Berkeley offices.

Knowledge support for key activities expanded

- Created the Mini MAQ University Online Presentation.

- Established videoconferencing capabilities with Tanzania.
- Created a website for PLP Leadership Retreat.
- Added enhancements and more functionalities to PLP website.
- Developed and deployed a fully functional PLP recruitment E-list (Listserv) website with over 1000 members.
- Created website for “CTO/TA-CA Strengthening Project Management” activity.

Stats from the website (10/02-09/03):

Hits

Entire Site (Successful) 696,544

Average per Day 1,984

Page Views

Page Views 116,070

Average per Day 330

Average per Unique Visitor 7

Document Views 90,470

Visits

Visits 43,491

Average per Day 123

Average Visit Length 00:07:29

Visitors

Unique Visitors 14,662

Visitors Who Visited Once 11,789

Visitors Who Visited More Than Once 2,873

Top accessed sections (except home page)

Recruitment

Fellows

Staff

About us

Professional Development

Leadership

OCC

PR

2002 Leadership Retreat site

Most active organizations (aside from PLP)

USAID

Search Engines (yahoo, Google, etc)

AOL (people with AOL accounts)

PHI

Most downloaded files

Travel Advance form
Travel Claim
LEAG Meeting Summary
Evaluated Lead Position Paper
Evaluated Lead Study Case
Check requests form and instructions
2002 Leadership retreat agenda
Travel Policies
Time sheets